



# Essential Service 7: Link People to Needed Personal Health Services and Assure the Provision of Healthcare When Otherwise Unavailable

Are people in my community receiving the health services they need?

Linking people to needed personal health services and assuring the provision of healthcare when otherwise unavailable (sometimes referred to as outreach or enabling services) encompass the following:

- Ensuring effective entry for socially disadvantaged and other vulnerable persons into a coordinated system of clinical care.
- Providing culturally and linguistically appropriate materials and staff to ensure linkage to services for special population groups.
- Ensuring ongoing care management.
- Ensuring transportation services.
- Orchestrating targeted health education/promotion/disease prevention to vulnerable population groups.

Partners gathered to discuss the performance of the local public health system (LPHS) in linking people to needed personal health services and ensuring the provision of healthcare when otherwise unavailable include:

- |  |  |
|--|--|
| <input type="checkbox"/> The local health department or other governmental public health agency. | <input type="checkbox"/> Federally Qualified Health Centers, community health centers, or look-alikes. |
| <input type="checkbox"/> The local board of health or other local governing entity.              | <input type="checkbox"/> Law enforcement agencies.   |
| <input type="checkbox"/> Hospitals.  | <input type="checkbox"/> Elected officials.  |
| <input type="checkbox"/> Health service providers.   | <input type="checkbox"/> Tribal and cultural leaders.  |
| <input type="checkbox"/> Health service recipients.  | <input type="checkbox"/> United Way.   |
| <input type="checkbox"/> Managed care organizations.   | <input type="checkbox"/> Public assistance programs (e.g., public housing).                            |
| <input type="checkbox"/> Non-profit organizations/advocacy groups.                               | <input type="checkbox"/> Lesbian, gay, bisexual, transgender (LGBT) organizations.                     |
| <input type="checkbox"/> Nursing homes.  | <input type="checkbox"/> Social services.  |
| <input type="checkbox"/> Department of Veterans' Affairs.  | <input type="checkbox"/> Public and private schools.   |
| <input type="checkbox"/> Faith-based organizations.  | <input type="checkbox"/> Colleges and universities.  |
| <input type="checkbox"/> Mental health and substance abuse organizations.                        | <input type="checkbox"/> Employment assistance organizations.  |
| <input type="checkbox"/> Department of transportation and other transportation services.         |  |

## Model Standard 7.1: Identifying Personal Health Service Needs of Populations

The LPHS identifies the personal health service needs of the community and identifies the barriers to receiving these services, especially among particular groups that may have particular difficulty accessing personal health services. The LPHS has defined roles and responsibilities for the local health department (or other governmental public health entity) and other partners (e.g., hospitals, managed care providers, and other community health agencies) in relation to overcoming these barriers and providing services.

To accomplish this, members of the LPHS work together to:

- Identify groups of people in the community who have trouble accessing or connecting to personal health services.
- Identify all personal health service needs and unmet needs throughout the community.
- Define roles and responsibilities for partners to respond to the unmet needs of the community
- Understand the reasons that people do not get the health services and healthcare they need.

Discussion Questions for Model Standard 7.1	
<p><b>Awareness</b></p> <p>(a) What does the LPHS do to understand which personal health services are used by populations who may experience barriers to care?</p>	<p><b>Quality and Comprehensiveness</b></p> <p>(a) How does the LPHS identify populations that may experience barriers to personal health services?</p> <p>(b) Which populations are taken into account?</p> <p>(c) How has the LPHS identified the personal health service needs of populations in its jurisdiction, including the needs of populations who may experience barriers to care?</p> <p>(d) Which types of personal health services has the LPHS assessed?</p>

**Performance Measures for Model Standard 7.1**

At what level does the LPHS...

**7.1.1 Identify groups of people in the community who have trouble accessing or connecting to personal health services?**

No Activity      Minimal      Moderate      Significant      Optimal

**7.1.2 Identify all personal health service needs and unmet needs throughout the community?**

No Activity      Minimal      Moderate      Significant      Optimal

**7.1.3 Defines partner roles and responsibilities to respond to the unmet needs of the community?**

No Activity      Minimal      Moderate      Significant      Optimal

**7.1.4 Understand the reasons that people do not get the care they need?**

No Activity      Minimal      Moderate      Significant      Optimal

**Discussion Notes for Model Standard 7.1**

Strengths	Weaknesses	Short-Term Improvement Opportunities	Long-Term Improvement Opportunities

## Model Standard 7.2: Ensuring People Are Linked to Personal Health Services

The LPHS partners work together to meet the diverse needs of all populations. Partners see that persons are signed up for all benefits available to them and know where to refer people with unmet personal health service needs. The LPHS develops working relationships between public health, primary care, oral health, social services, mental health systems, and organizations that are not traditionally part of the personal health service system, such as housing, transportation, and grassroots organizations.

To accomplish this, members of the LPHS work together to:

- Connect (or link) people to organizations that can provide the personal health services they may need.
- Help people access personal health services, in a way that takes into account the unique needs of different populations.
- Help people sign up for public benefits that are available to them (e.g., Medicaid or medical and prescription assistance programs).
- Coordinate the delivery of personal health and social services so that everyone has access to the care they need.

Discussion Questions for Model Standard 7.2	
<p><b>Involvement</b></p> <p>(a) How does the LPHS coordinate the delivery of personal health and social services to optimize access to services for populations who may encounter barriers to care?</p> <p><b>Usability</b></p> <p>(a) How does the LPHS coordinate the delivery of personal health and social services to optimize access to services for populations who may encounter barriers to care?</p>	<p><b>Quality and Comprehensiveness</b></p> <p>(a) How does the LPHS link populations to needed personal health services?</p> <p>(b) How does the LPHS ensure the provision of services to populations who may encounter barriers to care?</p> <p>(c) How does the LPHS provide assistance to vulnerable populations in accessing needed health services?</p> <p>(d) What types of initiatives does the LPHS have available to enroll eligible individuals in public benefit programs, such as Medicaid and/or other medical or prescription assistance programs?</p>

### Performance Measures for Model Standard 7.2

At what level does the LPHS...

**7.2.1 Connect or link people to organizations that can provide the personal health services they may need?**

No Activity  Minimal  Moderate  Significant  Optimal

**7.2.2 Help people access personal health services in a way that takes into account the unique needs of different populations?**

No Activity  Minimal  Moderate  Significant  Optimal

**7.2.3 Help people sign up for public benefits that are available to them (e.g., Medicaid or medical and prescription assistance programs)?**

No Activity  Minimal  Moderate  Significant  Optimal

**7.2.4 Coordinate the delivery of personal health and social services so that everyone in the community has access to the care they need?**

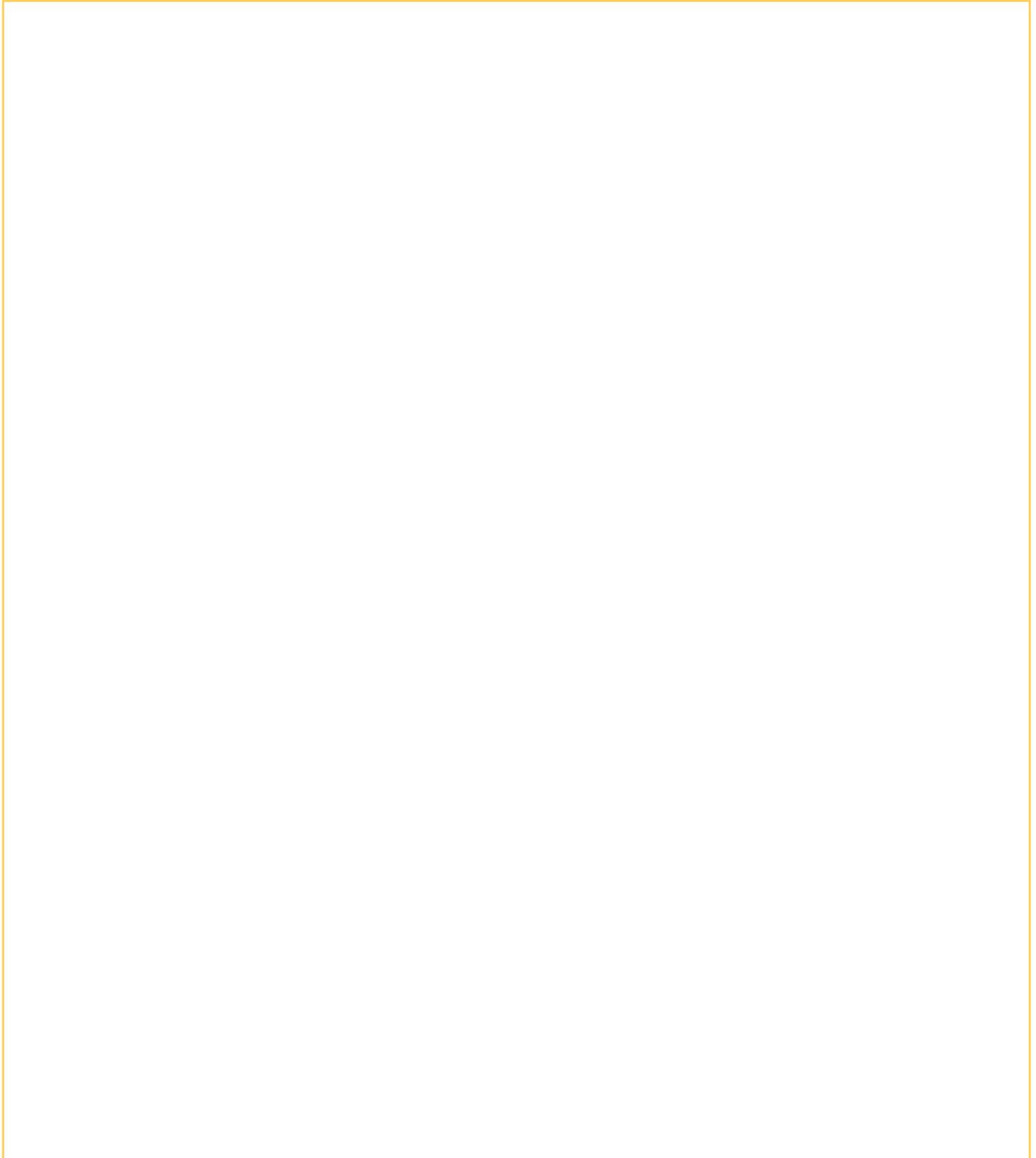
No Activity  Minimal  Moderate  Significant  Optimal

### Discussion Notes for Model Standard 7.2

Strengths	Weaknesses	Short-Term Improvement Opportunities	Long-Term Improvement Opportunities

## Essential Service 7 Summary Notes

Use the space below to record notes on details, additional ideas, or synthesis across discussion notes that apply to the Essential Service as a whole. These notes may be helpful and applicable to some or all of the Model Standards in this Essential Service.





# Essential Service 8: Assure a Competent Public Health and Personal Healthcare Workforce

Do we have competent public health staff?

Do we have competent healthcare staff?

How can we be sure that our staff stays current?

Ensuring a competent public and personal healthcare workforce encompasses the following:

- Educating, training, and assessing personnel (including volunteers and other lay community health workers) to meet community needs for public and personal health services.
- Establishing efficient processes for professionals to acquire licensure.
- Adopting continuous quality improvement and lifelong learning programs.
- Establishing active partnerships with professional training programs to ensure community-relevant learning experiences for all students.
- Continuing education in management and leadership development programs for those charged with administrative/executive roles.

Partners gathered to discuss the performance of the local public health system (LPHS) in ensuring a competent public and personal healthcare workforce include:

- The local health department or other governmental public health agency.
- The local board of health or other local governing entity.
- Hospitals.
- Colleges and universities.
- Employers.
- Managed care organizations.
- Foundations.
- Human resources departments.
- Advocacy organizations.
- Federally Qualified Health Centers or community health centers.
- Professional associations.
- Local chambers of commerce.
- Emergency Medical Services.
- Public Health Training Centers.

## Model Standard 8.1: Workforce Assessment, Planning, and Development

The LPHS assesses the local public health workforce—all who contribute to providing the 10 Essential Public Health Services for the community. Workforce assessment looks at what knowledge, skills, and abilities the local public health workforce needs and the numbers and kinds of jobs the system should have to adequately prevent health problems and protect and promote health in the community. The LPHS also looks at the training that the workforce needs to keep its knowledge, skills, and abilities up to date. After the workforce assessment determines the number and types of positions the local public health workforce should include, the LPHS identifies gaps and works on plans to fill those gaps.

To accomplish this, members of the LPHS work together to:

- Assess over time the numbers and types of LPHS jobs in the public or private sector and the knowledge, skills, and abilities that they require.
- Review the information from the workforce assessment and use it to find and address gaps in the local public health workforce.
- Provide information from the workforce assessment to other community organizations and groups, including governing bodies and public and private agencies, for use in their organizational planning.

Discussion Questions for Model Standard 8.1	
<p><b>Awareness</b></p> <p>(a) What type of public health workforce assessments have been conducted within the community?</p> <p><b>Frequency</b></p> <p>(a) Within the past three years, has an assessment of the LPHS workforce been conducted?</p>	<p><b>Quality and Comprehensiveness</b></p> <p>(a) What components were included in the workforce assessment?</p> <p>(b) Whether or not a formal assessment has been conducted, have shortfalls and/or gaps within the LPHS workforce been identified? If so, what are they?</p> <p>(c) How have the organizations within the LPHS implemented plans for addressing these shortfalls or gaps?</p> <p>(d) Is there a formal process to evaluate the effectiveness of plans to address workforce gaps?</p> <p><b>Usability</b></p> <p>(a) How is the knowledge from the workforce assessment used to develop plans to address workforce gaps?</p> <p>(b) How are results from formal or informal workforce assessments and/or gap analyses shared with LPHS organizations for use in strategic or operational plans?</p>

**Performance Measures for Model Standard 8.1**

At what level does the LPHS...

**8.1.1 Complete a workforce assessment, a process to track the numbers and types of LPHS jobs—both public and private sector—and the associated knowledge, skills, and abilities required of the jobs?**

No Activity      Minimal      Moderate      Significant      Optimal

**8.1.2 Review the information from the workforce assessment and use it to identify and address gaps in the LPHS workforce?**

No Activity      Minimal      Moderate      Significant      Optimal

**8.1.3 Provide information from the workforce assessment to other community organizations and groups, including governing bodies and public and private agencies, for use in their organizational planning?**

No Activity      Minimal      Moderate      Significant      Optimal

**Discussion Notes for Model Standard 8.1**

Strengths	Weaknesses	Short-Term Improvement Opportunities	Long-Term Improvement Opportunities

## Model Standard 8.2: Public Health Workforce Standards

The LPHS maintains standards to see that workforce members are qualified to do their jobs, with the certificates, licenses, and education that are required by law or by local, state, or federal guidance. Information about the knowledge, skills, and abilities that are needed to provide the 10 Essential Public Health Services are used in personnel systems, so that position descriptions, hiring, and performance evaluations of workers are based on public health competencies.

To accomplish this, members of the LPHS work together to:

- Ensure that all members of the local public health workforce have the required certificates, licenses, and education needed to fulfill their job duties and meet all legal obligations.
- Develop and maintain job standards and position descriptions based in the core knowledge, skills, and abilities needed to provide the 10 Essential Public Health Services.
- Base the hiring and performance review of members of the local public health workforce in public health competencies.

### Discussion Questions for Model Standard 8.2

#### Quality and Comprehensiveness

- (a) What types of guidelines, licensure, and/or certification requirements are required for positions within the LPHS organizations that deliver the 10 Essential Public Health Services?
- (b) How do organizations within the LPHS make sure they comply with those guidelines, licensure, and/or certification requirements?
- (c) Do most or all organizations within the LPHS have written job standards and/or position descriptions for all personnel delivering the 10 Essential Public Health Services? Are these job standards tied to public health competencies?
- (d) Do most or all organizations within the LPHS conduct annual performance evaluations?
- (e) What type of performance evaluations are conducted within LPHS organizations?

**Performance Measures for Model Standard 8.2**

At what level does the LPHS...

**8.2.1 Ensure that all members of the local public health workforce have the required certificates, licenses, and education needed to fulfill their job duties and comply with legal requirements?**

No Activity      Minimal      Moderate      Significant      Optimal

**8.2.2 Develop and maintain job standards and position descriptions based in the core knowledge, skills, and abilities needed to provide the 10 Essential Public Health Services?**

No Activity      Minimal      Moderate      Significant      Optimal

**8.2.3 Base the hiring and performance review of members of the public health workforce in public health competencies?**

No Activity      Minimal      Moderate      Significant      Optimal

**Discussion Notes for Model Standard 8.2**

Strengths	Weaknesses	Short-Term Improvement Opportunities	Long-Term Improvement Opportunities

## Model Standard 8.3: Life-Long Learning through Continuing Education, Training, and Mentoring

The LPHS encourages lifelong learning for the local public health workforce. Both formal and informal opportunities in education and training are available to the workforce, including workshops, seminars, conferences, and online learning. Experienced staff persons are available to coach and advise newer employees. Interested workforce members have the chance to work with academic and research institutions, particularly those connected with schools of public health, public administration, and population health. As the academic community and the local public health workforce collaborate, the LPHS is strengthened.

The LPHS trains its workforce to recognize and address the unique culture, language, and health literacy of diverse consumers and communities and to respect all members of the community. The LPHS also educates its workforce about the many factors that can influence health, including interpersonal relationships, social surroundings, physical environment, and individual characteristics (such as economic status, genetics, behavioral risk factors, and healthcare).

To accomplish this, members of the LPHS work together to:

- Identify education and training needs and encourage the workforce to participate in available education and training.
- Provide ways for workers to develop core skills related to the 10 Essential Public Health Services.
- Develop incentives for workforce training, such as tuition reimbursement, time off for attending class, and pay increases.
- Create and support collaborations between organizations within the LPHS for training and education (e.g., practice and academic collaborations between public health workforce members and/or healthcare professionals and the faculty and students of academic institutions). Continually train the public health workforce to deliver services in a culturally competent manner and understand social determinants of health.

Discussion Questions for Model Standard 8.3	
<p><b>Involvement</b></p> <p>(a) What type of opportunities are there for interaction between staff of LPHS organizations and faculty from academic and research institutions, particularly those connected with schools of public health?</p> <p><b>Usability</b></p> <p>(a) Do organizations within the LPHS dedicate resources, such as a budget and personnel, for training and education?</p>	<p><b>Quality and Comprehensiveness</b></p> <p>(a) How does the LPHS identify education and training needs for workforce development? What types of workforce development opportunities are encouraged and/or provided?</p> <p>(b) How are updates and refresher courses delivered within the LPHS for key public health issues (e.g., HIPAA, non-discrimination, and emergency preparedness)?</p> <p>(c) How does the LPHS provide opportunities for all personnel to develop core public health competencies?</p> <p>(d) How comprehensive are the training opportunities?</p> <p>(e) What types of incentives are provided to the workforce to participate in educational and training experiences?</p>

### Performance Measures for Model Standard 8.3

At what level does the LPHS...

**8.3.1 Identify education and training needs and encourage the public health workforce to participate in available education and training?**

No Activity      Minimal      Moderate      Significant      Optimal

**8.3.2 Provide ways for public health workers to develop core skills related to the 10 Essential Public Health Services?**

No Activity      Minimal      Moderate      Significant      Optimal

**8.3.3 Develop incentives for workforce training, such as tuition reimbursement, time off for attending class, and pay increases?**

No Activity      Minimal      Moderate      Significant      Optimal

**8.3.4 Create and support collaborations between organizations within the LPHS for training and education?**

No Activity      Minimal      Moderate      Significant      Optimal

**8.3.5 Continually train the public health workforce to deliver services in a culturally competent manner and understand the social determinants of health?**

No Activity      Minimal      Moderate      Significant      Optimal

### Discussion Notes for Model Standard 8.3

Strengths	Weaknesses	Short-Term Improvement Opportunities	Long-Term Improvement Opportunities

## Model Standard 8.4: Public Health Leadership Development

Leadership within the LPHS is demonstrated by organizations and individuals that are committed to improving the health of the community. Leaders work to continually develop the LPHS, create a shared vision of community health, find ways to achieve the vision, and ensure that local public health services are delivered. Leadership may come from the local health department, from other governmental agencies, non-profits, the private sector, or from several LPHS partners. The LPHS encourages the development of leaders that represent the diversity of the community and respect community values.

To accomplish this, members of the LPHS work together to:

- Provide access to formal and informal leadership development opportunities for employees at all organizational levels.
- Create a shared vision of community health and the LPHS, welcoming all leaders and community members to work together.
- Ensure that organizations and individuals have opportunities to provide leadership in areas where they have knowledge, skills, or access to resources.
- Provide opportunities for the development of leaders that reflect the diversity of the community.

Discussion Questions for Model Standard 8.4	
<p><b>Awareness</b></p> <p>(a) Have leaders within the LPHS and community collaborated to create a shared vision for the community?</p> <p>(b) How have leaders within the LPHS and community collaborated for participatory decision-making?</p> <p><b>Involvement</b></p> <p>(a) How does the LPHS recruit and retain new leaders who represent the diversity of the community?</p>	<p><b>Quality and Comprehensiveness</b></p> <p>(a) How do organizations within the LPHS promote the development of leadership skills?</p> <p>(b) How do organizations across the LPHS communicate to ensure informed participation in decision-making? (e.g., community forums, email lists)?</p> <p>(c) How does the LPHS provide leadership opportunities for individuals and/or organizations in areas where their expertise or experience can provide insight, direction, or resources?</p> <p><b>Usability</b></p> <p>(a) How are coaching and mentoring used within the LPHS to develop community leadership?</p>

**Performance Measures for Model Standard 8.4**

At what level does the LPHS...

**8.4.1 Provide access to formal and informal leadership development opportunities for employees at all organizational levels?**

No Activity  Minimal  Moderate  Significant  Optimal

**8.4.2 Create a shared vision of community health and the LPHS, welcoming all leaders and community members to work together?**

No Activity  Minimal  Moderate  Significant  Optimal

**8.4.3 Ensure that organizations and individuals have opportunities to provide leadership in areas where they have knowledge, skills, or access to resources?**

No Activity  Minimal  Moderate  Significant  Optimal

**8.4.4 Provide opportunities for the development of leaders who represent the diversity of the community?**

No Activity  Minimal  Moderate  Significant  Optimal

**Discussion Notes for Model Standard 8.4**

Strengths	Weaknesses	Short-Term Improvement Opportunities	Long-Term Improvement Opportunities

## Essential Service 8 Summary Notes

Use the space below to record notes on details, additional ideas, or synthesis across discussion notes that apply to the Essential Service as a whole. These notes may be helpful and applicable to some or all of the Model Standards in this Essential Service.

